



## Transformation Committee 16<sup>th</sup> January 2019

### Update on Joint Working with Borough Council of Wellingborough

---

#### **Purpose of report**

To provide an update on progress with our programme of joint working with the Borough Council of Wellingborough.

#### **Attachment**

Appendix 1: Progress update per service

Appendix 2: Equalities Impact Assessment (updated)

Appendix 3: Joint Working Charters

---

#### **1.0 Background**

- 1.1 At its meeting on 2<sup>nd</sup> July 2018 the Transformation Committee agreed a report recommending to Council the adoption of principles and a range of services to work jointly with the Borough Council of Wellingborough (BCW). The report was approved at Council on 23<sup>rd</sup> July.
- 1.2 Further update reports were presented to the Transformation Committee on 5<sup>th</sup> September and 7<sup>th</sup> November, which were noted.
- 1.3 The principles agreed were:
  - To optimise value for money for our customers and residents
  - To build on the investment in our shared IT platform
  - To create best practice processes, procedures and policies
  - To build capacity and resilience in our teams
  - To develop the skills of our workforce
  - To provide resilience during a period of change
- 1.4 The following services were agreed to be part of the joint working with BCW:
  - Revenues & Benefits
  - Building Control
  - Land Charges
  - Planning Administration
  - Democratic Services
  - Elections
  - Communications
- 1.5 This report provides an update on progress made since the last committee on the joint

working programme.

## **2.0 Update on progress with the Joint Working Programme**

2.1 Since the last meeting of this Committee significant progress has been made to establishing and communicating our joint working arrangements with the Borough Council of Wellingborough. The key areas of progress are:

- Services have completed their joint working plans and team charters.
- A third group meeting has taken place, focussing on future plans towards unitary
- A series of scrutiny meetings with each service have taken place to finalise plans
- Communication has taken place with UNISON to formally introduce them to the programme of work
- The Communications service has now adopted joint working as Business as Usual so has been removed from the programme of work.

2.2 A more detailed update is provided in the following paragraphs:

### **2.3 Team Charters (See Appendix 3)**

Following discussions with managers from the seven joint working services one of the critical success factors was identified as buy in and ownership of the arrangements amongst the teams in both councils. To facilitate this each service manager has worked with their team to complete a Team Charter, which sets out the approach each service will take to joint working, how they will work together and the expected behaviours to be shown towards each other.

### **2.4 Joint Working Plans**

Each service has completed a Joint Working Plan. These plans include setting out the actions to be taken to optimise the opportunity of working together, resources required, risks to be managed, and benefits to customers. These joint working plans contain detailed operational information, including staffing details, and are available for inspection through the Programme Office.

### **2.5 Communication to Staff and Trades Union**

There has been a number of communications with staff at each council, including:

- Meetings between senior managers and service managers to develop and approve their joint working plans.
- Team meetings led by services managers to further develop joint working with staff.
- Messages to all staff via both councils' intranets and a briefing note.
- Formal discussion with unions with further meetings planned.
- Updates provided to the Middle Managers Group and Xchange.

### **2.6 Governance**

The progress towards setting up the joint working governance arrangements is as follows:

- Reporting to councillors is in place at both councils. At ENC this is through the Transformation Committee.
- A Project Board, led by senior officers at each council, meets as required.
- Joint project teams for each service are established.
- The Project Board has conducted a series of scrutiny sessions with each service pair to challenge and approve their joint working plans.
- A meeting of all services took place which included presentations from ENC ICT

about its plans. The Revenues and Benefits teams from both councils, whose work is more advanced, presented their progress to date to inspire and motivate the other teams.

- A further group meeting is planned at which the joint Communications Officer will present her view of joint working and some of its successes.

#### 2.7 Local Government Re-organisation Proposal

At its meeting on 29<sup>th</sup> August the Council agreed to submit a proposal to government about local government re-organisation in Northamptonshire. The outcome of this proposal would impact on the approach to our joint working with BCW and is actively being considered as part of developing joint working plans by each service, to ensure that the project's progress is aligned with the wider unitary journey.

#### 2.8 Business Transformation Team (BTT)

One half of the BT team is working on this project, targeting their resources where most needed, with a lighter touch for the more self-directed services.

BCW have recently recruited for a Policy and Compliance Officer, whose role will include providing project resource from BCW in the programme. The successful candidate will start shortly, subject to pre-employment checks, and will start to work with ENC going forward.

### **3.0 Equality and Diversity Implications**

3.1 The previously reported Equality Impact has been reviewed and refined in conjunction with BCW. Minor negative impacts were identified but simple mitigations will entirely resolve them so the overall impact is still considered neutral. This approach was endorsed by the Corporate Support Manager. The updated Equality Impact Screening can be found as Appendix 2 to this report.

3.2 The minor negative impacts were on those groups for whom travel to the other council's offices might be a challenge. The mitigation is that we do not ask them to travel to the other council's offices, but give them remote access to the relevant systems, if necessary.

3.3 The affected protected characteristics are:

- Physical impairment
- Sensory impairment
- Learning disability
- Pregnancy and maternity

The above characteristics' commentaries have been improved, and commentaries for the following three characteristics have been added:

- Mental health condition
- Long-standing illness
- Socio-economic Exclusion

### **4.0 Privacy Impact Implications**

4.1 A Privacy Impact Assessment has been completed in conjunction with ENC's Data Protection Officer. This work revealed that the services fall into four distinct types groups so the work has expanded to four PIAs to ensure greater accuracy.

4.2 Information Sharing Agreements are being prepared between the two councils where necessary, covering the staff of one council accessing relevant data of the other council, if required, for their own services.

## 5.0 Legal Implications

5.1 There are no direct legal implications arising from this report . Any legal implications will be assessed as joint working plans develop and reported to committee accordingly.

## 6.0 Risk Management

6.1 The following are considered to be the major risks to the proposal, with mitigations:

6.2

Number	Risk	Mitigation
1	Service level impact	Regular communication and review
2	Failure to agree common objectives	Careful planning and communications between parties
3	Local government landscape in Northamptonshire doesn't move forward at the anticipated pace	Regular review of current position and alignment of activities
4	Lack of business transformation capacity and skills to successfully deliver the change	Regular review of workload and priorities.
5	Wellbeing of staff during a time of change	Regular and effective communication to staff and evaluation of responses

6.3 The reason for bringing this proposal forward is to directly influence these risks and mitigate them. They will be managed in accordance with the council's risk management framework.

## 7.0 Resource and Financial Implications

7.1 There are no direct resource or financial implications arising from the proposals at present, as all work is being covered from services' budgets although as work develops the demands on service capacity are increasing. Further requests may come forward as the project develops.

7.2 At individual service level, there may be more resource provided by one council or the other, but across the programme the resource allocation is evenly balanced.

## 8.0 Constitutional Implications

8.1 The report does not have any constitutional implications, as each council will continue to retain its own autonomy and decision making processes. Any constitutional implications will continue to be assessed as part of the process of producing the detailed proposals.

## 9.0 Implications for our Customers

9.1 Service levels are planned to be at least at the same level they are currently. There are expected to be benefits to customers because any service design will put the customer at its heart and there will be enhanced resilience with both councils.

## 10.0 Corporate Outcomes


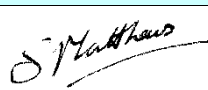
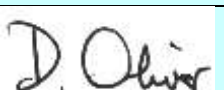
10.1 This proposal contributes to the following Corporate Outcomes.

- Good Value for Money – this project will deliver the benefits of joint working from within existing revenue budgets and capital programmes. Any savings made will be reinvested to further improve service delivery.
- Effective Partnership Working – this project is a step towards the harmonisation that a unitary council will demand, allowing us to learn lessons and develop techniques and processes such that future joint working (either across more services or with more councils) can be achieved more effectively.
- High Quality Service Delivery – sharing best practice and harmonising processes will ensure that service delivery improves. For services that serve the same customer across council areas (e.g. for Building Control) a possible single “front door” and account management structure would be beneficial.
- Employees and Members with the Right Knowledge, Skills and Behaviours – this project will offer employees the exposure to best practice from the other council, leading to them increasing their knowledge and skills.

## 11.0 Recommendations

11.1 The Committee is recommended to

- (1) Note the progress being made on joint working with the Borough Council of Wellingborough.  
(Reason - Consistency with previous decisions)
- (2) Consider the Equality implications as highlighted in Appendix 2 of this report  
(Reason - To accord with legislation or the policy of the Council)

<b>Legal</b>	Power:				
	Other considerations:				
<b>Background Papers:</b>		Reports on Joint Working with Borough Council of Wellingborough to Transformation Committee on 2 <sup>nd</sup> July 2018, 5 <sup>th</sup> September 2018 and 7 <sup>th</sup> November 2018.			
<b>Person Originating Report:</b>		Name, Jeremy Rawling, Business Transformation Manager ☎ 01832 742033 ✉ jrawling@east-northamptonshire.gov.uk			
<b>Date:</b>					
<b>CFO</b> 07/01/18		<b>MO</b> 07/01/18		<b>CX</b> 07/01/18	

### **Progress update per service**

Each service is working at a different pace and will launch its formal joint working at different times.

This appendix explores each service in more detail.

#### Revenues and Benefits

The teams have been working together since 2017 on a purely IT project to procure a shared Document Management System (DMS).

In anticipation of the likely move to unitary status from May 2020, the project scope has increased to include joint working opportunities that reflect the principles highlighted in the main report. In addition the team have developed project principles to shape the change, while ensuring that customers remain at the heart of decisions.

The BTT is providing Business Analyst support to help the services to gain best value from this work including:

- Alignment of priority processes
- Identification of requirements and effective solutions to enable joint working
- Provision of change management expertise to support behavioural change

Process discovery and employee engagement has commenced with the Business Rates teams with a view to developing an ideal approach which can be replicated across other business areas. This is a collaborative approach involving employees throughout the project to share best practice and increase resilience.

#### Building Control

Both councils' services have made significant progress towards joint working.

ENC will shortly add the advisory management of statutory and technical aspects for BCW's Building Control Surveyors, including inviting them to occasionally work within East Northamptonshire for developmental and resilience benefits.

Further support will also include:

- Monitoring staff performance against KPIs
- Monitoring and advice on risk management
- Reviewing performance and contributing to completion of staff reviews and PDRs
- Advising on training needs for professional development
- Provision of expert advice on technical matters
- Offering advice on recruitment and selection of BCW staff

BCW will retain control of the HR and welfare functions and have recruited to replace their agency surveyor to further improve resilience.

These aspects will be discussed and agreed with UNISON to ensure that any changes to officers' workloads and responsibilities are considered correctly.

ENC will share the benefits with BCW of their success with LABC Quality Management and ISO accreditation.

Both services use the Uniform software, but in slightly different ways. They are working together to develop a common approach to using the system including document naming conventions and the GIS mapping regime.

Both services have started harmonising their letter templates and collaborative application forms to be universal across both their geographical areas of responsibility.

Both services will adopt the same charging policy for building regulations applications based on ENC's charges, at the appropriate point in the budget setting cycle.

Both services will explore marketing opportunities to maintain and improve their market share in a competitive environment, and to maintain high levels of customer satisfaction.

### Local Land Charges and Planning Administration

Local Land Charges depend on other teams' data, from Planning Administration and other teams inside ENC and BCW, and from external organisations (e.g. NCC or national statutory bodies).

There are differences between how each council record their data, and we cannot control the quality of data from external parties, accordingly significant alignment work is required before full joint working is possible.

The Transformation Programme Board has requested the Business Transformation Team to lead a new project to review the service operating model at ENC to improve timeliness and quality and reduce costs. This project is in the initiation stage at present. Further information will be presented to future Committees as the project develops.

### Democratic Services

ENC has now procured a hosted electronic Committee Management System, which is the subject of a separate item on the agenda for this meeting. They propose to share the learning from this exercise with BCW.

They are also mutually challenging each other's processes and policies in meeting legislative requirements, developing a buddy system for different work areas, and exploring sharing costs of member and officer training.

A Joint Working Plan is agreed and the teams are meeting regularly to progress their actions.

However due to resource difficulties in the team, implementation will take longer.

### Electoral Services

The services are working together to harmonise electoral processes, noting the shared parliamentary constituency, and to develop a shared process for the Polling Place review.

They are reviewing together the lessons learned from the Spring 2018 canvass with a view to harmonise their processes for 2019, learning from the strengths and weaknesses in both councils.

They are mapping the electoral registration process to seek efficiencies.

They are working together to build resilience in casual elections and electoral registration roles, including developing the community engagement aspect of the Visiting Officer role.

They have shared their experiences of their Xpress software systems to upskill staff in terms of technology through tablet working.

A Joint Working Plan is agreed and the teams are meeting regularly to progress their actions.

However due to resource difficulties in the team, implementation will take longer.

### Communications

This service has completed its Joint Working Plan and has now become Business as Usual and is removed from the Joint Working Programme.



## Initial Equalities Impact Assessment

Title of proposal being assessed:	Joint Working with Borough Council of Weltonborough
What type of proposal is this an assessment of?	Project
What are the aims and/or objectives of the proposal and the intended outcomes?	<p>Joint working with BCW in the following services: Revenues and Benefits, Building Control, Land Charges, Planning Administration, Democratic and Election Services, Communications.</p> <p>The principles include: optimising VFM for customers, building on the investment in our IT platform, creating best practice processes, procedures and policies, building capacity and resilience in our teams, developing our workforce's skills, providing resilience during a period of change.</p>
Who is intended to benefit from this proposal?	All customers and residents of ENC and BCW.
Who are the main stakeholders in relation to the proposal?	Service areas listed above and their customers, senior management, members/leader, and the same in Weltonborough.
How is the success of the proposal to be measured?	Success criteria still being developed however likely indicators will be cost reductions, reduced customer complaints, increased staff satisfaction, evidence of harmonised processes, procedures and policies, more resilient teams with higher skills and greater service resilience.
Name of person completing Initial Screening:	Jeremy Rawling
Job title / role of person completing Initial Screening:	Business Transformation Manager
Date of Initial Assessment	12/10/2018

Instructions: For **every** category in column A, below, submit a positive, negative or neutral assessment by entering an **x** in the relevant cell. Add an explanation in the Reason box, where applicable, including a specification of any sub-group affected. There may be both a positive and negative impact for the same category (e.g. a policy may be positive for young children but negative for older people).

Equality Group	Positive Impact	Negative Impact	Neutral Impact	Explanation and Evidence (e.g. data, consultation results, customer feedback)
<b>Gender:</b> Consider Women/Girls, Men/Boys, Transgender individuals.			X	
<b>Sexual Orientation:</b> Consider, for instance: Lesbians, gay men and bisexuals Any other sexual orientation			X	
<b>Race/Ethnicity:</b> Consider, for instance: • White British people, • White non-British people • Asian or Asian British people • Black or Black British people • Chinese people • People of mixed heritage • Travellers (Gypsy/Roma/Irish heritage) • People from any other ethnic groups • People who do not have English as their first language			X	
<b>Disability:</b> Physical impairment, e.g mobility issues which mean using a wheelchair or crutches.			X	Staff from one council might be asked to work on the other council's systems at their premises. Staff in this group might find this a challenge. A reasonable adjustment will be that we will assess with them their best place of work: usual, other office, home or other. If necessary they can then access their usual systems remotely, and communicate by email or phone.
Sensory impairment, e.g blind/having a serious visual impairment, deaf/having a serious hearing impairment.			X	Staff from one council might be asked to work on the other council's systems at their premises. Staff in this group might find this a challenge. A reasonable adjustment will be that we will assess with them their best place of work: usual, other office, home or other. If necessary they can then access their usual systems remotely, and communicate by email or phone.
Mental health condition, e.g depression or schizophrenia			X	Any mental health conditions that are negatively affected as a result of the proposals would be taken in to consideration and reasonable adjustments made.

Learning disability/difficulty, e.g. Down's syndrome or dyslexia, or cognitive impairment such as autistic spectrum disorder			X	Staff from one council might be asked to work on the other council's systems at their premises. Staff in this group might find this a challenge. A reasonable adjustment will be that we will assess with them their best place of work: usual, other office, home or other. If necessary they can then access their usual systems remotely, and communicate by email or phone.
Long-standing illness or health condition, e.g. cancer, HIV. Diabetes, chronic heart disease or epilepsy			X	Staff from one council might be asked to work on the other council's systems at their premises. Staff in this group might find this a challenge. A reasonable adjustment will be that we will assess with them their best place of work: usual, other office, home or other. If necessary they can then access their usual systems remotely, and communicate by email or phone.
Other health problems or impairments <i>(please specify if appropriate)</i>			X	
<b>Marriage and Civil Partnership:</b>				
People in a Marriage or Civil Partnership			X	
<b>Pregnancy and Maternity:</b>				
People who have just had a baby or who are pregnant.			X	Staff from one council might be asked to work on the other council's systems at their premises. Staff in this group might find this a challenge. A reasonable adjustment will be that we will assess with them their best place of work: usual, other office, home or other. If necessary they can then access their usual systems remotely, and communicate by email or phone.
<b>Age:</b>				
Older People (60+)			X	
Children and Young People (see guidance for definition)			X	
<b>Religion/Belief:</b>				
Consider, for instance: • Christian • Hindu • Muslim • Sikh • Buddhist • any other religion or belief (including holding no belief)			X	
<b>Other Potentially Affected Groups</b>				
Rural Isolation - People who live in rural areas e.g isolated geographically, lack of internet access			X	
Socio-economic Exclusion – e.g. people who are on benefits, have low educational attainment, single parents, people living in poor quality housing, people who have poor access to services, the unemployed or any combination of these and the other protected strands.			X	Any changes to location of work or similar would not incur additional expense for staff and their expenses would be met by the respective council.
Any other potentially affected groups <i>(please specify)</i>			X	

## **Appendix 3**

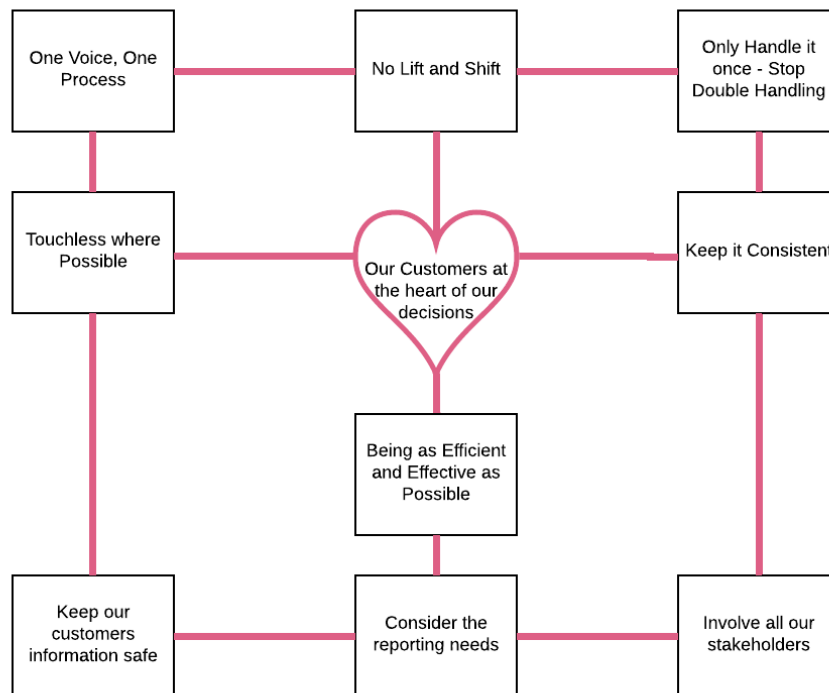
**Transformation Committee 16<sup>th</sup> January 2019**

### **Joint Working Team Charters**

- **Revenues and Benefits**
- **Building Control**
- **Democratic and Elections**
- **Local Land Charges**

## BCW & ENC Joint Working

### Revenues and Benefits Joint Working Team Charter



**Our customers at the heart of our decisions**, the right decision at the right time for our customers

**One Voice, One Process**, collaborative working where possible

**No 'lift and shift'** We will not digitise 'clunky' or awkward processes

*What frustrates you now? If you've thought there must be a better way there probably is... so please share your ideas. Our aim is to make it as easy as possible...*

**Only Handle It Once [OHIO]** We need to **stop double handling**, duplicating of information. Our aim is to save time, reduce workarounds, printing and make it easier to help the people who need our help the most

**Keep it consistent** – where possible stick to one form for Online, Telephone and Face to Face transactions

**We'll involve all stakeholders to build what we need**

**Consider the reporting needs – keep the end in mind**

**Keep our customer's information safe and only keep what we need** – involve our information security/data protection experts to make sure we do the right thing

**Touchless\* wherever possible** \*Forms completed by our customers online should go straight to the relevant service area or 3<sup>rd</sup> party supplier with no need for our teams to touch them. This would allow more time to focus on those who truly need our help.

**BCW & ENC Joint Working**  
**Building Control Joint Working Team Charter**



### **How we will work together**

The behaviours we expect from every employee of both councils working together:

### **Managers/Supervisors and Team Leaders**

#### **Overall**

- Review the performance of team members regularly
- Recognise achievements
- Deal with inappropriate behaviour, under-performance, and not keeping to Council policies in a timely fashion
- Listen to employees and talk openly to them, keeping them up-to-date with Council plans
- Involve employees in discussions about things which affect them

#### **During Transition**

- Involves teams in change at an early stage
  - Manages relationships with councillors, partners and key stakeholders
  - Takes responsibility for the welfare of staff, particularly during transition phase
  - Is supportive of equivalent manager throughout transition and beyond
  - Sets and manages expectations, and manages two way communications
  - Encourages others to contribute, even if they have opposing views
- 
- Capable of managing change effectively (may include compromise)
  - Manages performance effectively
  - Encourages and supports team members to take ownership of their work

## All Staff

### Overall

- Understands both customer service standards and strives to achieve these at all times; puts the customer first
- Is respectful and diplomatic; showing care, politeness and understanding
- Values, supports, inspires and motivates
- Contributes to the team and its priorities
- Works closely with the team and stakeholders
- Understands others' roles and respects their priorities
- Is flexible
- Listens to the views of others and respects difference
- Follows council rules and policies
- Works within office procedures
- Recognises signs of stress in self and others
- Shows good problem solving skills and adapts to change
- Suggests ways to improve and embraces ideas
- Promotes and contributes to new initiatives
- Takes pride in their work and the work of the council's
- Works as one council
- Be willing to learn

## **BCW & ENC Joint Working**

### **Democratic Services Joint Working Team Charter**

#### **Purpose of joint working**

The purpose of joint working is to unify processes and procedures between the democratic service team in each council with a view to better resilience and increased efficiency in preparation for the future proposed unitary status.

#### **Our team charter statement:**

*We are the democratic service teams formed to provide, a professional service and advice through the democratic process, to all officers, members and the public in both Wellingborough and East Northants.*

*To do this we should endeavour to:*

- *Be positive and committed to the new team approach;*
- *Be open and willing to discuss and share good practices, procedures and experiences;*
- *Use the knowledge of others, and learn from one another;*
- *Embrace new technology and ways of working to drive improvements;*
- *Be compliant with legislation;*
- *Be both motivational and inspirational;*
- *Keep a sense of humour and be supportive and respectful of each other*

#### **What does the team do and what are its objective:**

The teams provides a full democratic service to members, officers and the public to include:

- Committee services;
- Constitutional updates;
- Members' services including members interests, allowance and induction;
- Advice to parish councils including interests;
- Civic functions including mayoral and statutory/national events;
- Learning & development for members;
- Legislative advice;
- Emergency planning support;
- Elections support;
- Print function.



We should have a positive and strong work ethic, with a desire to ensure there is a commitment towards providing support and learning to ensure a legally sound, good, efficient service with mutual respect for each other, fellow officers and councillors, along with a willingness to work towards such goal.

### **Reporting Arrangements**

The AD and/or DSM and members of the team will report back to the Joint Working Project meetings as and when required.

Staff will report to the Democratic Services Manager (ENC) as Democratic Services joint working lead and/or the Assistant Director at BCW, with regard to progress made or challenges experienced throughout the process.

Reporting arrangements for core team staff will remain unchanged on a day to day basis throughout this process – BCW staff will report to the Assistant Director and ENC staff will report to the Democratic and Electoral Services Manager.

### **Operational links**

There are strong links to the elections service, particularly around election times and there will also be links to Business Transformation and ICT in implementing the committee management system.

***[Charter agreed by Democratic Services teams at BCW and ENC on Weds 17 October 2018]***

## **BCW & ENC Joint Working**

### **Electoral Services Joint Working Team Charter**

#### **Purpose of joint working**

The purpose of joint working is to unify processes and procedures between the electoral services teams in each council with a view to better resilience and increased efficiency in preparation for future elections and electoral registration, along with the future proposed unitary status.

#### **Our team charter statement:**

*The electoral service teams provide a professional service and advice through clearly defined election and registration processes to all members, candidates, parishes and the public across both Wellingborough and East Northamptonshire.*

*To do this we should:*

- *Be positive and committed to the new joint team approach;*
- *Be open and willing to discuss and share good practices, procedures and experiences;*
- *Use the knowledge of others, and learn from one another;*
- *Embrace new technology and ways of working to drive improvements;*
- *Work together to ensure that legislation is interpreted in the same way to ensure that both councils are compliant with legislation – whilst keeping in mind that separate RO/EROs for each authority may provide specific directions;*
- *Be adaptive to changes in legislation or best practice;*
- *Be both motivational and inspirational;*
- *Keep a sense of humour and be supportive and respectful of each other*

#### **What does the team do, and what are its objectives?**

The teams provide a full electoral service to members, officers and the public which includes:

- Electoral processes for parliamentary, county council, district/borough council, European, town/parish council elections, national and neighbourhood planning referenda;
- Electoral registration;
- Absent voter signature refresh;
- Polling district, place and station reviews;
- Community Governance Reviews
- Optimum use of ICT systems;

- Keeping abreast of changes to electoral law and practice, being fully involved in implementation of necessary stages.
- Manage printing, software and electoral stationery suppliers
- Maintain database of properties on the register
- Engage with the community to promote elections and registration
- Provision of advice to town and parish clerks on electoral issues
- Learning & development for staff, canvassers, members and candidates;

It is essential that the teams have a positive and strong work ethic, with a desire to ensure there is a commitment towards providing support and learning to ensure a legally sound, good, efficient service with mutual respect for each other, fellow officers and councillors, along with a willingness to work towards such goals.

### **Reporting Arrangements**

The Assistant Director (BCW), Democratic and Electoral Services Manager (ENC) and Electoral Services Team Leader (BCW) will report back to the Joint Working Project meetings as and when required.

Reporting arrangements for core team staff will remain unchanged on a day to day basis throughout this process – BCW staff will report to the Electoral Services Team Leader and ENC staff will report to the Democratic and Electoral Services Manager.

Staff will also report into the Electoral Services Team Leader (BCW) as joint working lead, with regard to specific project activity allocated from time to time, including in respect of progress made or challenges experienced.

### **Operational links**

There are links with various other council services including Planning and Building Control, Revenue & Benefits and Environmental Services who provide support, both administrative and informational, to electoral services. There are obvious strong links with Democratic Services, and some members of the BCW elections team are involved with committee clerking.

## BCW & ENC Joint Working

### Local Land Charges Joint Working Team Charter



#### Key behaviours for effective joint working

The following describes the behaviours which we expect every employee of both councils to demonstrate in working together.

##### All staff

- Understands both customer service standards and strives to achieve these at all times
- Is respectful and diplomatic; showing care and understanding
- Values, supports, inspires and motivates
- Contributes to the team and its priorities
- Works closely with the team and stakeholders
- Understands others' roles and respects their priorities
- Is flexible
- Listens to the views of others and respects difference
- Works within office procedures
- Recognises signs of stress in self and others
- Shows good problem solving skills and adapts to change
- Embraces suggestions and new ideas
- Promotes and contributes to new initiatives

##### Managers

- Involves teams in change at an early stage
- Manages relationships with councillors, partners and key stakeholders
- Takes responsibility for the welfare of staff, particularly during transition phase
- Is supportive of equivalent manager throughout transition and beyond
- Sets and manages expectations, and manages two way communications
- Encourages others to contribute, even if they have opposing views
- Capable of managing change effectively (may include compromise)
- Manages performance effectively
- Encourages and supports team members to take ownership of their work.